



STATE OF NORTH CAROLINA  
DEPARTMENT OF PUBLIC SAFETY  
JOINT FORCE HEADQUARTERS  
NORTH CAROLINA NATIONAL GUARD



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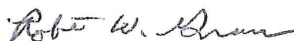
01 September 2013

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Leader's Book

1. Effective 1 January 2014, every NCO will maintain a leader's book for his or her Soldiers.
2. Effective NCOs take the time to really know the Soldiers they lead. The leader's book is one tool that will help you with this important task.
3. Leader's books are available either in printed or digital copies. You can use a search engine on the internet to look at various formats. It is your choice of what style or format to use. Do not wait for the "perfect leader's book to be developed." The more you use it over time, the better you will tailor it to fit your needs for your Soldiers and unit's mission.
4. Enclosed is a sample leader's book.
5. Point of contact (POC) for this memorandum is the undersigned at [robert.w.graves4.mil@mail.mil](mailto:robert.w.graves4.mil@mail.mil).

Encl  
Sample Leader's Book

  
ROBERT W. GRAVES  
CSM, NCARNG  
State Command Sergeant Major

DISTRIBUTION:  
All North Carolina Army National Guard Units  
All CSMs  
All 1SGs

# Leader's Book

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NAME \_\_\_\_\_

UNIT \_\_\_\_\_

PHONE # \_\_\_\_\_



# *Creed of the Noncommissioned Officer*

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## Creed of the Noncommissioned Officer

No one is more professional than I. I am a Noncommissioned Officer, a leader of soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored Corps, which is known as "The Backbone of the Army."

I am proud of the Corps of Noncommissioned officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit or personal safety.

Competence is my watch-word. My two basic responsibilities will always be uppermost in my mind—accomplishment of my mission and the welfare of my soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All soldiers are entitled to outstanding leadership; I will provide that leadership. I know my soldiers and I will always place their needs above my own. I will communicate with my soldiers and never leave them uninformed. I will be fair and impartial when recommending both punishment and rewards.

Officers in my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as those of my soldiers. I will be loyal to those with whom I serve; seniors, peers and subordinates alike. I will exercise initiative by taking the appropriate action in the absence of orders. I will not compromise my integrity nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned officers, leaders!



# **SOLDIER'S CREED**

**I am an American Soldier.**

**I am a Warrior and a member of a team.**

**I serve the people of the United States and live the Army Values.**

***I will always place the mission first.***

***I will never accept defeat.***

***I will never quit.***

***I will never leave a fallen comrade.***

**I am disciplined, physically and mentally tough, trained, and proficient  
in my  
warrior tasks and drills.**

**I always maintain my arms, my equipment, and myself.**

**I am an expert, and I am a professional.**

**I stand ready to deploy, engage, and destroy the enemies of the United  
States  
of America in close combat.**

**I am a guardian of freedom and the American way of life.**

**I am an American Soldier.**



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# Chapter 1

## Personal Data



*According to Polybius {c. 200 BC}, the men the Romans chose as their centurions were those who could keep cool in an emergency.*  
*-The Army of the Caesars, p.xxxiii*

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# SOLDIER'S PRIVACY ACT STATEMENT

The personnel listed below authorized \_\_\_\_\_ to maintain their SSN and personal information in his/her Leader's Book with the understanding that this information will not be disclosed except in the line of his/her official duties.

[illegible]



# DAILY PERSONNEL STATUS

Date: \_\_\_\_\_

	Off	NCO	ENL	Total
Authorized	_____	_____	_____	_____
Assigned	_____	_____	_____	_____
Present for Duty	_____	_____	_____	_____
Absent from Duty	_____	_____	_____	_____

TDY _____	Other _____
Unsat _____	On Duty _____
PASS _____	Out Processing _____
In Processing _____	Hospital _____
Profile _____	Conv Leave _____
Appt _____	WIA _____
KIA _____	AWOL _____
MIA _____	LEAVE _____

# Soldiers Personal Data Sheet

NAME : \_\_\_\_\_ RANK : \_\_\_\_\_ DOR : \_\_\_\_\_ LAST 4 : \_\_\_\_\_ BASD : \_\_\_\_\_  
 ETS : \_\_\_\_\_ DOB : \_\_\_\_\_ MOS : \_\_\_\_\_ TIG : \_\_\_\_\_ TIS : \_\_\_\_\_  
 PROMOTABLE : YES / NO POINTS : \_\_\_\_\_ WEIGHT : \_\_\_\_\_ HEIGHT : \_\_\_\_\_ HAIR : \_\_\_\_\_  
 EYES : \_\_\_\_\_ AGE : \_\_\_\_\_ MARITAL STATUS : MARRIED / SINGLE / DIVORCED / SEPERATED  
 SPOUSE'S NAME : \_\_\_\_\_ EFMP : YES / NO  
 CHILD'S NAME : \_\_\_\_\_ AGE : \_\_\_\_\_ MALE / FEMALE EFMP : YES / NO  
 CHILD'S NAME : \_\_\_\_\_ AGE : \_\_\_\_\_ MALE / FEMALE EFMP : YES / NO  
 CHILD'S NAME : \_\_\_\_\_ AGE : \_\_\_\_\_ MALE / FEMALE EFMP : YES / NO  
 CHILD'S NAME : \_\_\_\_\_ AGE : \_\_\_\_\_ MALE / FEMALE EFMP : YES / NO  
 HOME PHONE : \_\_\_\_\_ ADDRESS : \_\_\_\_\_  
 RELIGION : \_\_\_\_\_ BLOOD TYPE : \_\_\_\_\_ WEAPON # : \_\_\_\_\_ WEAPON SERIAL # : \_\_\_\_\_  
 DATE WEAPON QUAL : \_\_\_\_\_ TYPE : \_\_\_\_\_ QUALIFIED : MARK / SHARP / EXPERT DATE  
 LAST APFT : \_\_\_\_\_ SCORE : \_\_\_\_\_ PUSH-UP : \_\_\_\_\_ SIT-UP : \_\_\_\_\_ RUN : \_\_\_\_\_  
 DATE WEIGH-IN : \_\_\_\_\_ BODY FAT % : \_\_\_\_\_ PROFILE : T / P \_\_\_\_\_  
 DATE AWT TEST : \_\_\_\_\_ GO / NOGO DATE DRIVERS TRAINING : \_\_\_\_\_  
 DATE QUALIFIED CREW SERVED WEAPON : \_\_\_\_\_ TYPE/S : \_\_\_\_\_ NBC SUIT SIZE : \_\_\_\_\_  
 MASK SIZE : \_\_\_\_\_ BDU COAT SIZE : \_\_\_\_\_ TROUSER SIZE : \_\_\_\_\_ HAT SIZE : \_\_\_\_\_  
 BOOT SIZE : \_\_\_\_\_ NCOES COMPLETE : \_\_\_\_\_ DATE : \_\_\_\_\_ SSD COMPLETE : \_\_\_\_\_  
 AWARDS : \_\_\_\_\_  
 DATE LAST GCM : \_\_\_\_\_ DATE LAST NCOER : \_\_\_\_\_  
 NEXT OF KIN : \_\_\_\_\_ ADDRESS : \_\_\_\_\_  
 PHONE NO. : \_\_\_\_\_  
 POV MAKE : \_\_\_\_\_ MODEL : \_\_\_\_\_ YEAR : \_\_\_\_\_ COLOR : \_\_\_\_\_  
 LIC PLATE # : \_\_\_\_\_ INS COMPANY : \_\_\_\_\_ EXP DATE : \_\_\_\_\_  
 ALERGIES : \_\_\_\_\_

REMARKS

# COUNSELING

[illegible]

# NCOER

[illegible]

## AWARDS

[illegible]



# NCOES/SSD

[illegible]

# UNRESOLVED SOLDIER ISSUES

[illegible]

# PLATOON SERGEANT'S DUTIES

1. Welfare of soldiers.
2. Platoon Leadership.
3. Personnel Accountability
4. Field operations, mission support, Class III V Maintenance Transportation, Medical support, and I.
5. Platoons senior trainer, assist and evaluate squad training.
6. Platoons physical fitness program.
7. Maintenance Supervisor (PMCS)
8. Formations, Inspection of soldiers, appearance.
9. Common areas, cleanness and appearance.
10. Garrison operations, detail support.
11. Administration of Platoon paperwork.
12. Counseling Packets-Monthly.
13. Weapons Qualification.
14. Additional Duties.
15. Promotions
16. Maintain Platoon Battle Roster.
17. Support Single Soldier Programs.
18. Support Family Support Group
19. Protect Soldier / Family Time.

# PLATOON LEADER'S DUTIES

1. Welfare of soldiers.
2. Platoon Leadership.
3. Field operations, mission support, Class III V Maintenance Transportation, Medical support, and I.
4. Accountability of Platoon equipment (Platoon Hand Receipts.)
5. Maintenance (Vehicle, Commo, Weapons, NBC, SKO's, NVD's)
6. Training, Planning / Resourcing / Scheduling, and conduct monthly platoon training meetings, maintenance and update training calendars.
7. Execute – PSG / SQD leader duties as needed.
8. Counsel PSG, Squad leaders, drivers and RTO after every field exercise and garrison monthly, in writing.
9. Conduct AAR's after each mission and field exercise and submit to unit commander.
10. Draw and account for all comsec material as needed.
11. Write and submit platoon awards as needed.
12. Act as unit commander as needed.
13. Support Single Soldier Programs.
14. Support Family Support Group.
15. Protect Soldier / Family Time.

# LEADER'S BIOGRAPHY





# CHAPTER 2



## *Battle Focus*

The object of war is not to die for your country  
but to make the other bastard die for his.

- George Patton

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# SAMPLE 5 PARAGRAPH OPERATION ORDER

1. Situation
  - a) Enemy Forces
    - 1) Situation (enemy, weather and terrain).
    - 2) Capabilities.
    - 3) Probable course of action.
  - b) Friendly Forces.
    - 1) Mission of Next higher unit.
    - 2) Mission of adjacent units (left, right, front, rear).
    - 3) Mission and location of supporting elements.
  - c) Attachments and Detachments.
2. Mission, Who, What, When, Why and Where (coordinates).
3. Execution.
  - a) Concept of Operation.
    - 1) Scheme of maneuver.
    - 2) Formation.
    - 3) Route.
    - 4) Tactical Missions to subordinate Units.
  - b) Subunit Subparagraphs.
  - c) Coordinating Instructions.
4. Service Support.
  - a) Supply.
    - 1) Rations.
    - 2) Uniforms and Equipment.
    - 3) Arms and Ammunition.
    - 4) Captured Materiel.
  - b) Transportation.
  - c) Medical Evacuation.
  - d) Personnel.
  - e) Prisoners of War.
5. Command and Signal.
  - a) Signal.
    - 1) Frequencies and Call Signs.
    - 2) Pyrotechnics and Signals.
    - 3) Challenge and Password.
    - 4) Code Words.
  - b) Command.
    - 1) Command Leader Location.
    - 2) Chain of Command.

# PRE-COMBAT CHECKLIST

	Check		Check
<b><u>Individual</u></b>		<b><u>Platoon Sergeant (cont'd)</u></b>	
Equipment Packed IAW with TACSOP		Operation Equipment	
LBV complete and serviceable		Maps, Updated	
Ear Plugs		Compasses	
First aid pouch		Pens, etc	
Ammunition pouches		Sleep Plan Established	
Canteen w/water and cup		Class V Issued	
Kevlar with camo cover and band		MOPP Level known and disseminated	
Weapons, zero in pistol grip		Weapons control	
Protective Mask w/carrier and hood		Platoon Status to First Sergeant	
Body armor as required		Situation Briefed	
Flashlight with batteries and lens filters		MRE's Issued	
Causality feeder reports			
Individual Decon Kit		<b><u>First Sergeant</u></b>	
M8/M9 Paper		Personnel Accounted For	
Current MOPP implemented		Uploaded by Load Plan	
Weapon at appropriate arming level		Expendable Supplies on hand	
Optical Inserts		Operation Equipment	
Anti Fogging Kit		Maps, Updated	
ID Card		Compasses	
ID Tags (2 sets, w/2 tags, 1 set worn)		Pens, etc	
MREs'		Individual PCI Completed and verified	
Drivers Licenses		LP/OP Briefed and positioned	
Challenge and Password		Defense Plan Established and Rehearsed	
Shot Records		Defensive Sector Diagram Complete	
Hot/Cold Weather Brief		Range Cards Verified and Complete	
Mission Brief		Camouflaged	
		Vehicles	
<b><u>Squad Leader</u></b>		Equipment	
Personnel Accounted For		Positions	
Individual PCI Completed		Glass and mirrors	
Reference Publications Reviewed		Repack all equipment not in use	
Uploaded by Load Plan		Field Sanitation enforced	
Expendable Supplies on hand		Hand Washing enforced	
Sleep Plan Established		Trash kept Policed	
MOPP Level known and disseminated		Medevac helio pad marked	
Weapons control		Casualty collection identified	
Section Status to Platoon Sergeant		Reference Publications Reviewed	
Situation Briefed		Early warning devises employed	
MRE's Issued		Noise and light discipline enforced	
Ammo Basic Load Issued		Sleep Plan Established	
		Class V Issued	
<b><u>Platoon Sergeant</u></b>		Feeding Plan Established	
Personnel Accounted For		MOPP Level known and disseminated	
Individual PCI Completed		Accountability of Personnel to S-1	
Reference Publications Reviewed		Accountability of sensitive items to S-3	
Uploaded by Load Plan		Reportable Equipment Status to BMO	
Expendable Supplies on hand		Situation Briefed	

(Cont'd)



	Check		Check
<b><u>Communications Equipment</u></b>		<b><u>Generator Operator</u></b>	
Equipment Accounted For		All BII on hand	
Radios		Grounding rods	
Microphones		Fire extinguishers	
Antennas		-10 manual on hand	
Encrypting Equipment		PMCS Performed	
SOIs		Generator Topped off	
PMCS Completed		Extra fuel and POL	
Radios			
Antennas		<b><u>Vehicle Commander</u></b>	
Encrypting Equipment		All BII on hand	
Call Sign Board		Pioneer Tools	
Frequencies		Fire extinguishers	
Unit		-10 manual on hand	
Next Higher		PMCS Performed	
Medevac		Vehicle	
Range Control		Radios	
Fire Support		Vehicle Topped off	
TA-312s: Batteries		Extra fuel and POL	
Wire		Grease Pencils	
Reel Handles on hand		Note Book available	
SINGARS: Batteries		Pens/Pencils available	
Wire		Maps and overlays	
Blank Report Formats		Sun/wind/dust Goggles	
Spare Equipment		Compass/GPS present serviceable	
Microphones		Binoculars	
Headsets		Crew Served Weapons	
Antennas		Headspace and timing checked	
Batteries		Ammunition Basic Load	
Coordinate Pick-up of Equipment		Qualified Gunner	
Coordinate Pick-up of SOI		Vehicle Load Plan Verified	
SENGARS Spare Battery		Convoy Number on Vehicle	
<b><u>NBC Equipment</u></b>		<b><u>Crew Served Weapons</u></b>	
Individual PCI complete		Clean and functional	
Chemical Agent Alarms operational		Spare Barrels, Cleaning Kit's on-hand	
Chemical Agent Alarms employed		Glove; bolt rupture extraction on hand	
PMCS performed on M8 Alarm		Tripod w/T&E mechanism, Bipod	
M273 kit per Chemical Alarm		Head Space and Timing Set (M2)	
M256/256A1 Detector Kit as required		Machine Guns Mounted	
AN/VRDR-2 Radiac sets on hand		Function Check	
IM-93 Dosimeter issued		Test fire w/permission	
146 Radiacmeters issued		NVD, serviceable	
GTA Warning system issued			
PBT and Nerve Agent antidote issued		<b><u>Driver/Vehicle Preparation</u></b>	
NBC marking kit available		-10 and LO on hand	
Mark I kit available		BII/AII Present and serviceable	
Cana kit available		First Aid Kit	
		Fire Extinguisher	
<b><u>Combat Lifesavers</u></b>		Warning Triangles	
Combat Lifesavers Bags issued		PMCS performed	
100% inventory and all supplies replenished		Vehicle Topped off	

(Cont'd)

<b>Driver/Vehicle Preparation (cont'd)</b>	<b>Check</b>
Loaded according to load plan	
POL products including weapons oil	
5 gallon can of water	
5 gallon can of fuel	
Rags	
MREs rations stowed	
Tools	
Goggles	
Dispatch	
Vehicle Hardened as required	
Strip Map on-hand	
Convoy route and plan briefed	
Camouflage nets/poles configured/stowed	
Lights and markings covered	
Convoy number on Vehicle	
Trailer properly hooked	



# PACKING LIST

## RUCKSACK w/frame

TROUSERS, WET WEATHER  
 PARKA, WET WEATHER  
 WET WEATHER BAG  
 BRAS, FEMALE (2)  
 DRAWERS, COTTON (3)  
 PANTIES, FEMALE (3)  
 SOCKS, CUSHION SOLE (3)  
 T-SHIRT, BROWN (3)  
 BDUs (2)  
 GORTEX JACKET  
 SHOE SHINING KIT  
 ENTRENCHING TOOL  
 BLACK LEATHER GLOVES w/INSERT  
 INSIGNIA, RANK (1 SET)  
 MREs (1)  
 TOWEL, BATH (1)  
 WASHCLOTH (1)  
 PERSONAL HYGIENE ITEMS  
 (RAZOR, TOOTHBRUSH, Etc.)  
 PONCHO (FRONT POCKET)  
 WEAPONS CLEANING KIT

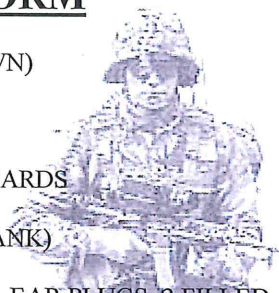


## NBC BAG

FOOTGEAR COVER, CHEMICAL  
 SUSPENSERS, INDIVIDUAL  
 GLOVES, CHEMICAL  
 PANTS, CHEMICAL  
 JACKET, CHEMICAL

## FIELD UNIFORM

BDUs (SLEEVES DOWN)  
 ID TAGS  
 ID CARD  
 BELT, BLACK WEB  
 NOTEBOOK/INDEX CARDS  
 PEN  
 KEVLAR (SEW ON RANK)  
 PROTECTIVE MASK  
 LBV (w/FLASHLIGHT, EAR PLUGS, 2 FILLED  
 CANTEENS, CANTEEN CUP & COVER,  
 FIRST AID POUCH AND DRESSING)



## A BAG (DUFFLE BAG)

BAG, DUFFLE  
 BAG, BARRACKS  
 BOOTS, COMBAT  
 BRAS, FEMALE (3)  
 CAP, BDU  
 DRAWERS, COTTON (2)  
 FIELD JACKET LINER  
 PANTIES, FEMALE (7)  
 SOCKS, CUSHION SOLE (3)  
 TOWEL, BATH (3)  
 WASH CLOTHS (3)  
 TOILET ARTICLES  
 (SHAMPOO, CONDITIONER, Etc.)  
 SHOWER SHOES  
 BDUs (3)  
 T-SHIRT, BROWN (3)  
 PT PAD  
 WET WEATHER BAG  
 SLEEPING BAG  
 LOCK



## B BAG (DUFFLE BAG)

BAG, DUFFLE  
 MESS KIT  
 FIELD, JACKET  
 ROPE, SHELTER HALF  
 POLES, SHELTER HALF (3)  
 STAKES, SHELTER HALF (5)  
 SHELTER HALF  
 SCARF, WOOL  
 CAP, C/W (PILE)  
 GORTEX BOTTOMS  
 PT UNIFORM  
 (TOP, BOTTOMS, ROAD GUARD VEST, WHITE  
 SOCKS, RUNNING SHOES)  
 ALL OTHER COLD WEATHER TA-50  
 (AS REQ)  
 WHITE SOCKS (3)  
 CIVILIAN CLOTHES (1 SET)  
 LOCK



REMARKS: Each Bag Should Be Tag with Name, Unit, Section

# DEPLOYMENT CHECKLIST

**1. Do you have the following MILITARY DOCUMENTS updated and in your possession right now?**

Military ID Card	Military ID/Dog Tags	Military Shot Record	Military Meal Card
Military Weapon's Card	Military Driver's License	Military Allergy Tag	

? Other Cards/Doc : Geneva Convention Card, Credit Card, Medical Card, Phone Card,  
Civilian Driver License, Passport, Travel/Assign Orders.

**2. Do you have the following IMPORTANT DOCUMENTS updated?**

Power of Attorney	Last Will & Testament	Life Insurance Policy	Family Care Plan
-------------------	-----------------------	-----------------------	------------------

**3. Have you made advance PAYMENTS OR ALLOTMENTS for...**

Car/ Truck Loan	Home Mortgage	School/Class	Credit Bill
Vehicle Insurance	Home Insurance	Health Insurance	Utilities

**4. Do you have SUFFICIENT AMOUNT of...**

Traveler Checks	Blank Checks	Foreign/US Currency
-----------------	--------------	---------------------

**5. Do you, your spouse or next of kin have COPIES of...**

Last Pay Voucher	Marriage Certificate	Divorce Papers	Assignment Orders
Passport/Other ID	Imm. Green Card	Birth Certificate	Leave/Travel Order
Travel Tickets	Medical Records	DA 201/2-1 Record	School Records
Training Records	Car/Home Ownership	Social Sec. Card	Product Warranties
Dental Records	Extra Car/Home Keys	School/Library Card	Change of Address
Strip Map to Home/Hospital			

**6. Do you and your spouse or next of kin have PHONE NUMBERS...**

Parents	Friends	Relatives	Chain of Command	Unit
---------	---------	-----------	------------------	------

**7. Does your spouse or next of kin have EMERGENCY PHONE NUMBERS...**

Operator	Hospital	Ambulance	Fire Dept.	Church/Clergy
Police	Doctor	Dentist	Lawyer	Auto Repair Service

**Do you have in your possession at least one COMPLETE SET OF civilian clothes in case of  
emergency? Shoes, Pants, Shirt, Belt, Socks, Jacket, etc?**

# DEPLOYMENT CHECKLIST

CATEGORY	ITEMS	GOOD	NEED	DATE OR REMARKS
MILITARY	Military ID Card			
	Military ID/Dog Tags			
	Military Shot Record			
	Military Meal Card			
	Military Weapon's Card			
	Military Driver's License			
	Military Allergy Card/Tag			
	Geneva Convention Card			
DOCUMENTS	Passport			
	Credit Card			
	Phone Card			
	Medical Card			
	Civilian Driver's License			
	Travel/Assign Orders.			
UPDATED	Power of Attorney			
	Last Will & Testament			
	Life Insurance Policy			
	Family Care Plan			
PAYMENTS	Vehicle Loan			
	Home Mortgage			
	School/Classes			
	Credit/Bills			
	Vehicle Insurance			
	Home Insurance			
	Health Insurance			
	Home Utilities			
FINANCES	Credit Cards			
	Blank Checks			
	Traveler Checks			
	Foreign Currency			
	US Currency			
COPY OF...	Divorce Papers			
	Travel Tickets			
	Medical Records			
	School Records			
	Dental Records			
	Training Records			
	DA 201/2-1 Record			
	Last Pay Voucher			
	Social Sec. Card			
	Passport/Other ID			
	Birth Certificate			
	Product Warranties			
	Car/Home Ownership			
	Marriage Certificate			
	School/Library Card			
	Immigration/Green Card			
	Assignment/Travel Orders			
	Extra Car and Home Keys			
	Phone Number & Address			

# DEPLOYMENT SEQUENCE OF EVENTS

This is established with mobilization planning.

Example:

H+0	Alert Notification
H+1	
H+2	Personal Accountability
H+3	
H+4	
H+5	
H+10	
H+11	
H+12	
H+16	
H+18	
H+21	
H+22	
H+30	
H+32	
H+36	
H+40	
H+46	
H+63	
H+67	
H+72	
H+84	
H+96	



# PLATOON CONVOY MANAGEMENT LIST

[illegible]

# MISSION ESSENTIAL TASK LIST

?

?

?

?

?

?





## *Equipment Data*

Equipment seems to break just when it's needed. This is especially true with communications equipment. One minute a communications check with the platoon leader is successful and the next minute you can't reach anybody. Most of the time, good operator PMCS will prevent this from happening.

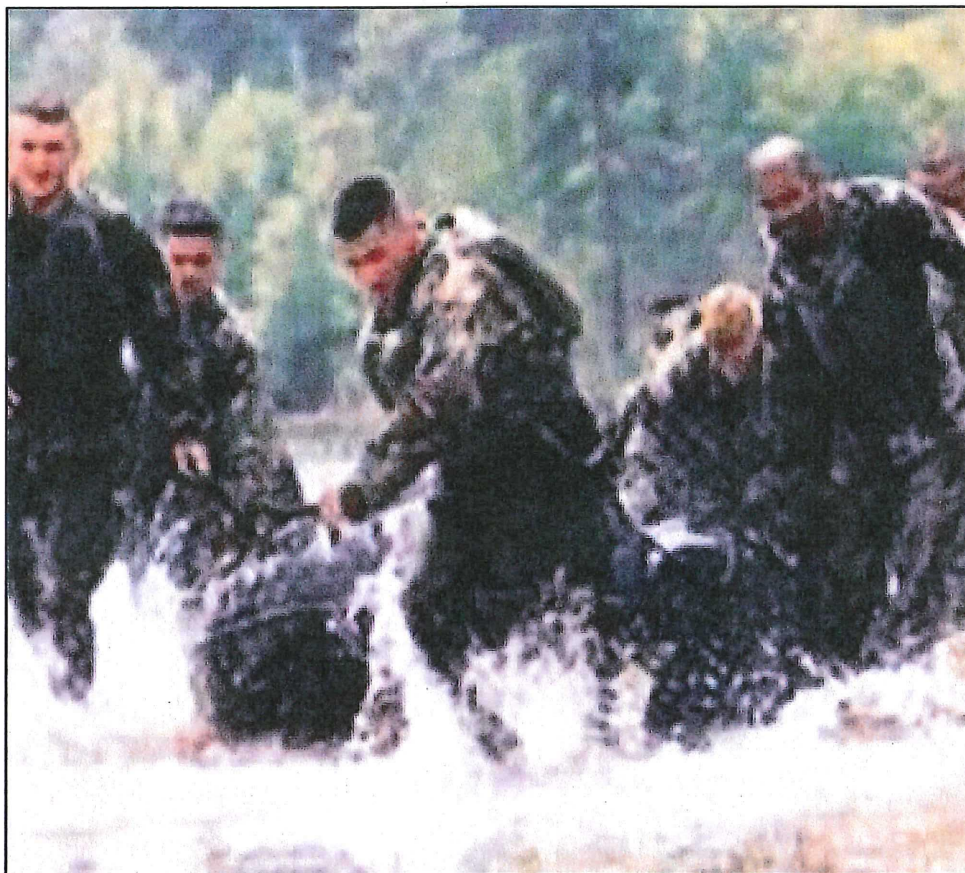
- SFC Lawrence Kordosky, "OREs Just Tools of the Trade."  
NCO Journal, Spring 1995, p.18

Platoon Equipment Density List 28

# PLATOON EQUIPMENT DENSITY LIST

[illegible]

# CHAPTER 4



## *Training Management*

There are two powers in the world, the sword and the spirit. In the end the spirit will always conquer the sword.

- Napoleon

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# Major Training Area/Collective Training Objectives

## ? OBJECTIVE 1

Task	
Conditions	
Standards	
Material Needed	

Evaluation (TPU)

## ? OBJECTIVE 2

Task	
Conditions	
Standards	
Material Needed	

Evaluation (TPU)

## ? OBJECTIVE 3

Task	
Conditions	
Standards	
Material Needed	

Evaluation (TPU)

## ? OBJECTIVE 4

Task	
Conditions	
Standards	
Material Needed	

Evaluation (TPU)

## ? OBJECTIVE 5

Task	
Conditions	
Standards	
Material Needed	

Evaluation (TPU)

# TRAINING REQUIREMENTS

TRAINING AREA		LAST TRAINING DATE	NEXT TRAINING DATE
APFT			
INDIVIDUAL WEAPONS QUALIFICATION	M16/M4		
	M203		
	M249		
	AT-4		
	9MM		
INDIVIDUAL	CTT		
	NBC		
	COMBAT LIFESAVER		
	ROAD MARCH		
CREW SERVED WEAPONS QUALIFICATION	M60		
	M2		
	MK19		



# INDIVIDUAL TRAINING STATUS

[illegible]

# INDIVIDUAL WEAPONS TRAINING STATUS

## (SHEET 1)

[illegible]

## INDIVIDUAL WEAPONS TRAINING STATUS (SHEET 2)

[illegible]

## CREW/TEAM/SQUAD/PLATOON TRAINING STATUS

[illegible]



# SPECIAL PURPOSE TEAM TRAINING STATUS

TEAM	DATE TRAINED	CERTIFIED
RAIL LOAD		
AIR LOAD		
SHIP/BARGE		
OTHER		

# PRE-EXECUTION CHECKLIST

- ? What are the lessons learned from the last time the training was conducted? Are they integrated?
- ? Has the OPFOR been equipped and trained (if applicable)?
- ? Are slice elements integrated into planning and execution of training?
- ? Has a risk assessment been completed? Have safety consideration been completed.
- ? Are soldiers trained on prerequisite prior to execution?
- ? Have training ranges and facilities been requested? Has a reconnaissance been conducted?
- ? Are range or maneuver books on hand?
- ? Are leaders certified to conduct range operations?
- ? Are leaders briefed on environment considerations?
- ? Have convoy clearances been submitted and approved?
- ? Have TADSS been identified and approved?  
(TADSS : Training AIDS, Devices, Simulators, Simulations)
- ? Can trainers properly operate all TADSS and targetry?
- ? Has Class I (Food) been requested? Does the dining facility and support platoon know?
- ? Has Class III (Fuel) been requested and picked up?
- ? Has Class V (Ammo) been requested and picked up?
- ? Has Transportation been requested?
- ? Are sufficient expendable supplies on hand?
- ? Is rehearsal time programmed for trainers?
- ? Has back brief for chain of command been coordinated?
- ? Is time scheduled for an AAR?

# AFTER ACTION REVIEW

## PLAN

- ? Establish objectives for AAR
- ? Select qualified observers
- ? Review the training and evaluation plan
- ? Identify the participants
- ? Plan stop points during exercises for AAR's
- ? Make potential site selections
- ? Select training aids
- ? Draft an AAR plan
- ? Review the unit's training objectives and plan

## PREPARATION

- ? Review the training objectives, orders, and doctrine
- ? Observe the training
- ? Organize the selected AAR Site
- ? Collect information from the observers
- ? Develop a discussion outline
- ? Organize and rehearse

## CONDUCT

- ? Restate the unit's mission and event's training objectives
- ? Generate discussion
- ? Orient on training objectives
- ? Seek maximum participation
- ? Continually summarize to emphasize key learning points

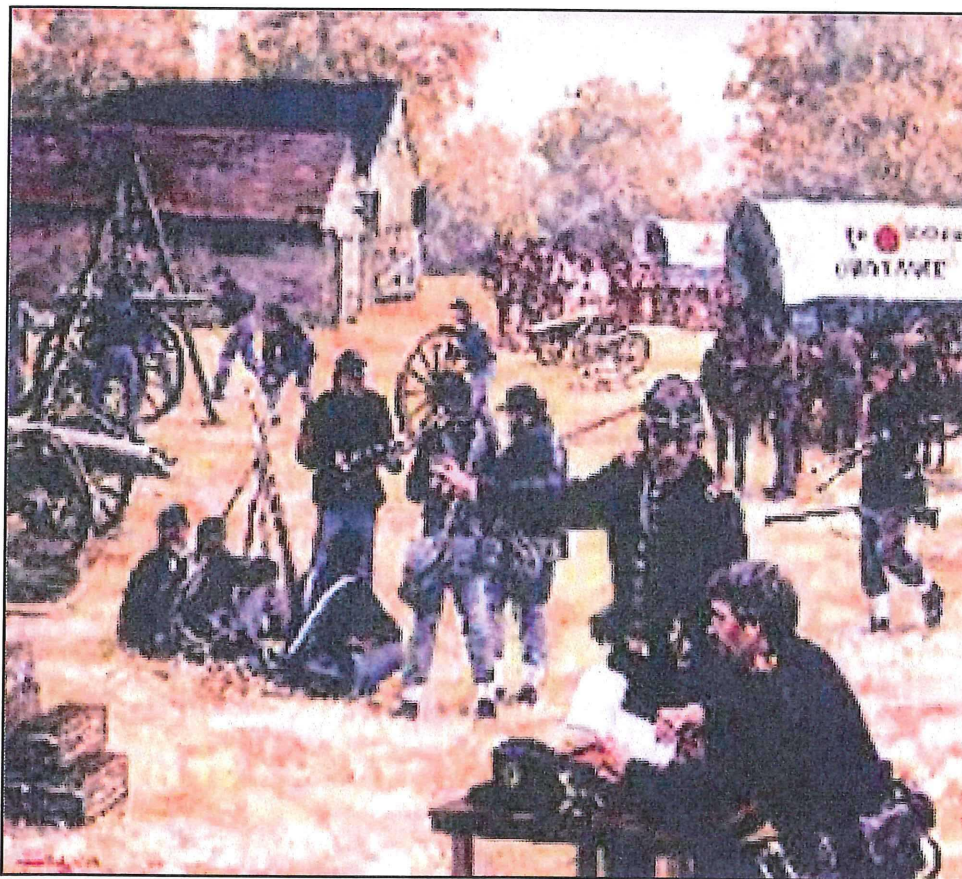
LEADERS TIP: If possible, write down soldier's feedback (sustain/improve) on butcher paper mounted on easel. Soldiers are more active in providing feedback if they see you care enough to write down their comments.

# TRAINING

[illegible]



# CHAPTER 5



## *Scheduled Events*

Many years ago, as a cadet hoping some day to be an officer, I was poring over "The Principles of War," listed in the old Field Service Regulations, when the Sergeant-Major came upon me. He surveyed me with kindly amusement. "Don't bother your head about all them things, me lad," he said. "There's only one principle of war and that's this. Hit the other fellow, as quick as you can, and as hard as you can, where it hurts him most, when he ain't looking!"

- WWII Field-Marshal Sir William Slim, *Defeat into Victory*, pp. 550-551

Daily Activities Calendar	5-A
Long Range Calendar	5-B
Yearly Training Calendar	5-C
MOS Training Schedules	5-D

## Chapter 6

### Chain of Command



*Never show signs of fear in combat – if you go into a panic, the other men near you may be scared enough to follow your example. Remember that you belong to a team, and other men are depending on you. You will have to take risks to help your buddy; he will do the same for you. Veterans also stress that coolness is contagious. If one man behaves calmly in a dangerous situation, the sight is a tonic to the others. What they need is leadership by example – it helps them to do their job better.*

*- Ordnance Noncom's Handbook, 1944, p. 6*

<b>Chain of Command</b>	
<b>President of the US</b>	<b>President Barack Obama</b>
<b>Governor of NC</b>	<b>Govenor Pat McCrory</b>
<b>Secretary of Public Safety</b>	<b>Secretary Frank L. Perry</b>
<b>TAG-NC</b>	<b>Major General Gregory A. Lusk</b>
<b>Brigade Commander</b>	
<b>Battalion Commander</b>	
<b>Company Commander</b>	
<b>Platoon Leader</b>	
<b>Squad/Section Leader</b>	

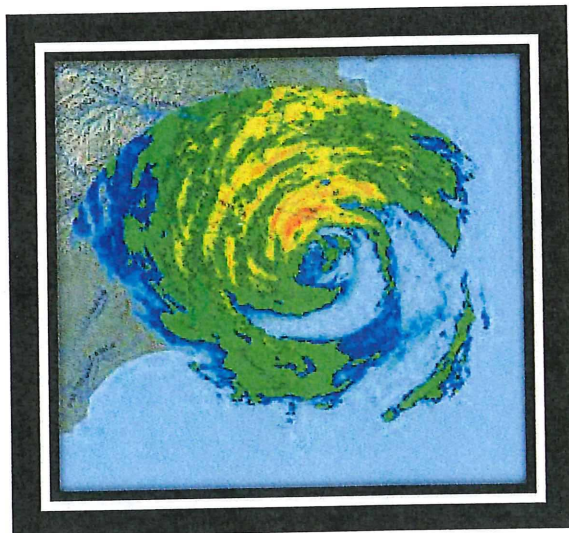
<b>Command Chief Warrant Officer (CCWO)</b>	
<b>State CCWO</b>	<b>CW5 Richard D. Comer</b>

<b>NCO Support Channel</b>	
<b>Command Senior Enlisted Leader</b>	<b>CSM John H. Swart</b>
<b>State CSM</b>	<b>CSM Robert W. Graves</b>
<b>Brigade CSM</b>	
<b>Battalion CSM</b>	
<b>First Sergeant</b>	
<b>Platoon Sergeant</b>	
<b>Squad/Section Leader</b>	
<b>Team Leader</b>	



## Chapter 7

### Phone Listing



Communications are your key to control. Once a combat operation is in progress, your ability to communicate measures the amount of control you can exercise over the subordinate elements of your unit. In a firefight, your ability to communicate usually determines the amount of support (artillery, air, medical, supply) you will get when and where you need it... Your communications equipment is your lifeline in combat; check, test and inspect it frequently, and particularly before any combat operations... Don't depend entirely on any one means of communication; plan for alternate, secondary and emergency means.

-DA Pam 350-13, Guide for Platoon Sergeants, 1967, p.37

<b>Alert Roster</b>	<b>44</b>
<b>Important Numbers</b>	<b>45</b>
<b>Miscellaneous Numbers</b>	<b>46</b>



# ALERT ROSTER



Never get so caught up in cutting wood  
that you forget to sharpen your axe.

- 1SG James J. Karolchuk

# IMPORTANT NUMBERS

Unit Readiness NCO-----

Unit Training NCO-----

Unit Supply NCO-----

Unit Retention NCO-----

Team Leader-----

Squad Leader-----

Platoon Sergeant-----

Platoon Leader-----

Company 1SG-----

Company CDR -----

BDE I.G.-----

Legal Office-----919-664-6797

NCNG Assoc SAAF-----800-821-6159 ext 3

(Soldiers & Airmen Assistance Fund)

NCNG Association-----800-821-6159

Behavioral Health-----855-322-3848

Ranger 6 Buddy-----

Military OneSource-----800-342-9647

Education Employment Center -----919-664-6463

# MISCELLANEOUS NUMBERS

[illegible]

## Chapter 8

### Reference



A situation is seldom as black as the imagination paints it.  
- Audie Murphy, To Hell and Back, 1949, p.96

<b>Important NCO Publications</b>	<b>48</b>
<b>Articles of the UCMJ</b>	<b>49</b>
<b>Army Service Uniform</b>	<b>51</b>
<b>Army Ribbons Chart</b>	<b>55</b>
<b>NCNG Ribbons Chart</b>	<b>57</b>
<b>Promotion Criteria</b>	<b>58</b>
<b>Risk Assessment</b>	<b>60</b>
<b>Acronyms</b>	<b>61</b>
<b>Unit History</b>	<b>62</b>
<b>Army Song</b>	<b>63</b>



## Important NCO Publications

### Personnel

<u>AR 600-9</u>	The Army Body Composition Program
<u>AR 600-8-19</u>	Enlisted Promotions and Reductions
<u>AR 600-8-22</u>	Military Awards
<u>AR 623-3</u>	Evaluation Reporting System
<u>DA Pam 623-3</u>	Evaluation Reporting System
<u>NGR 600-200</u>	Enlisted Personnel Management
<u>JFHQ-NC Reg 600-8-22</u>	Military Awards
<u>N/A</u>	NCNG G1 Field Manual

### Logistics

<u>AR 710-2</u>	Inventory Management Supply
<u>AR 735-5</u>	Property Accountability Policies
<u>DA Pam 710-2-1</u>	Using Unit Supply Systems

### Training

<u>AR 350-1</u>	Army Training and Leader Development
<u>ADP 7-0</u>	Training Units and Developing Leaders
<u>ADRP 7-0</u>	Training Units and Developing Leaders
<u>JFHQ-NC Reg 350-1</u>	NCARNG Training
<u>ATN</u>	Unit Training Management (UTM)
<u>NCGKO</u>	NCARNG G3-T Company Training 101

### FMs

<u>FM 6-22</u>	Army Leadership
<u>FM 7-21.13</u>	The Soldier's Guide
<u>FM 7-22</u>	Army Physical Readiness Training
<u>FM 7-22.7</u>	The Army Noncommissioned Officer Guide

### TCs

<u>TC 3-21.5</u>	Drill and Ceremony
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### STPs

<u>STP 21-1-SMCT</u>	Soldier's Manual of Common Tasks Warrior Skills Skill Level 1
<u>STP 21-24-SMCT</u>	Soldier's Manual of Common Tasks Warrior Skills Skill Levels 2, 3, and 4

# ARTICLES OF THE UCMJ

## GENERAL PROVISIONS

1. Definitions used in the UCMJ
2. Persons subject to the UCMJ
3. Jurisdiction to Try Certain Persons
4. Dismissed officer's right to trial by court-martial
5. Territorial applicability of UCMJ (applies in all places)
6. Judge Advocates and legal officers
- 6a. Investigation and disposition of matters pertaining to the fitness of military judges
7. Apprehension
8. Apprehension of Deserters
9. Imposition of Restraint
10. Restraint of Persons Charged with Offenses
11. Reporting and Receiving Prisoners
12. Confinement with Enemy Prisoners Prohibited
13. Punishment Prohibited Before Trial
14. Delivery of Offenders to Civil Authorities
15. Commanding Officer's Non-Judicial Punishment
16. Courts-Martial Classified
17. Jurisdiction of Courts-Martial in general
18. Jurisdiction of General Courts-Martial
19. Jurisdiction of Special Courts-Martial
20. Jurisdiction of Summary Courts-Martial
21. Jurisdiction of Courts-Martial not exclusive
22. Who May Convene General Courts-Martial
23. Who May Convene Special Courts-Martial
24. Who May Convene Summary Courts-Martial
25. Who May Serve on Courts-Martial
26. Military Judge of a General or Special Court-Martial
27. Detail of Trial Counsel and Defense Counsel
28. Detail or Employment of Reporters and Interpreters
29. Absent and Additional Members
30. Charges and Specifications
31. Compulsory Self-Incrimination Prohibited
32. Pretrial Investigation
33. Forwarding of Charges
34. Advice of Staff Judge Advocate and Reference for Trial
35. Service of Charges
36. President may prescribe Rules
37. Unlawfully Influencing Action of Court
38. Duties of Trial Counsel and Defense Counsel
39. Sessions
40. Continuances
41. Challenges
42. Oaths
43. Statute of Limitations
44. Former Jeopardy
45. Pleas of the Accused
46. Opportunity
47. Refusal to Appear or Testify
48. Contempt
49. Depositions
50. Admissibility of Records of Courts of Inquiry
- 50a. Defense of Lack of Mental Responsibility
51. Voting and Rulings
52. Number of Votes Required
53. Court to Announce Action
54. Record of Trial
55. Cruel and Unusual Punishments Prohibited
56. Maximum Limits
57. Effective Date of Sentence
58. Execution of Confinement
- 58a. Sentences: Reduction in Enlisted Grades upon Approval
59. Error of Law; Lesser Included Offense
60. Action by the Convening Authority
61. Waiver or Withdrawal of Appeal
62. Appeal by the United States
63. Rehearings
64. Review by a Judge Advocate
65. Disposition of Records
66. Review by Court of Criminal Appeals
67. Review by Court of Appeals for the Armed Forces
68. Branch Offices
69. Review in the Office of the Judge Advocate General
70. Appellate Counsel
71. Execution of Sentence; Suspension of Sentence
72. Vacation of Suspension
73. Petition for a new Trial
74. Remission and Suspension
75. Restoration
76. Finality of Proceedings, Findings, and Sentences
- 76a. Leave required to be taken pending review of certain Court-Martial Convictions

## **PUNITIVE PROVISIONS**

77. Principals
78. Accessory after the fact
79. Conviction of lesser included offense
80. Attempts
81. Conspiracy
82. Solicitation
83. Fraudulent enlistment, appointment, or separation
84. Unlawful enlistment, appointment, or separation
85. Desertion
86. Absence without leave
87. Missing movement
88. Contempt toward officials
89. Disrespect toward superior commissioned officer
90. Assaulting or willfully disobeying superior commissioned officer
91. Insubordinate conduct toward warrant officer, noncommissioned officer, or petty officer
92. Failure to obey order or regulation
93. Cruelty and maltreatment
94. Mutiny or sedition
95. Resistance, breach of arrest, and escape
96. Releasing prisoner without proper authority
97. Unlawful detention
98. Noncompliance with procedural rules
99. Misbehavior before the enemy
100. Subordinate compelling surrender
101. Improper use of countersign
102. Forcing a safeguard
103. Capture or abandoned property
104. Aiding the enemy
105. Misconduct as prisoner
106. Spies
107. False official statements
108. Military property of United States--Loss, damage, destruction, or wrongful disposition
109. Property other than military property of the United States-- Waste, spoilage, or destruction
110. Improper hazarding of vessel
111. Drunken or reckless driving
112. Drunk on duty
- 112a. Wrongful use, possession, etc., of controlled substances
113. Misbehavior of sentinel
114. Dueling
115. Malingering
116. Riot or breach of peace
117. Provoking speeches or gestures
118. Murder
119. Manslaughter
120. Rape and carnal knowledge
121. Larceny and wrongful appropriation
122. Robbery
123. Forgery
- 123a. Making, drawing, or uttering check, draft, or order without sufficient funds
124. Maiming
125. Sodomy
126. Arson
127. Extortion
128. Assault
129. Burglary
130. Housebreaking
131. Perjury
132. Frauds against the United States
133. Conduct unbecoming an officer and a gentleman

### **134. General Article\***

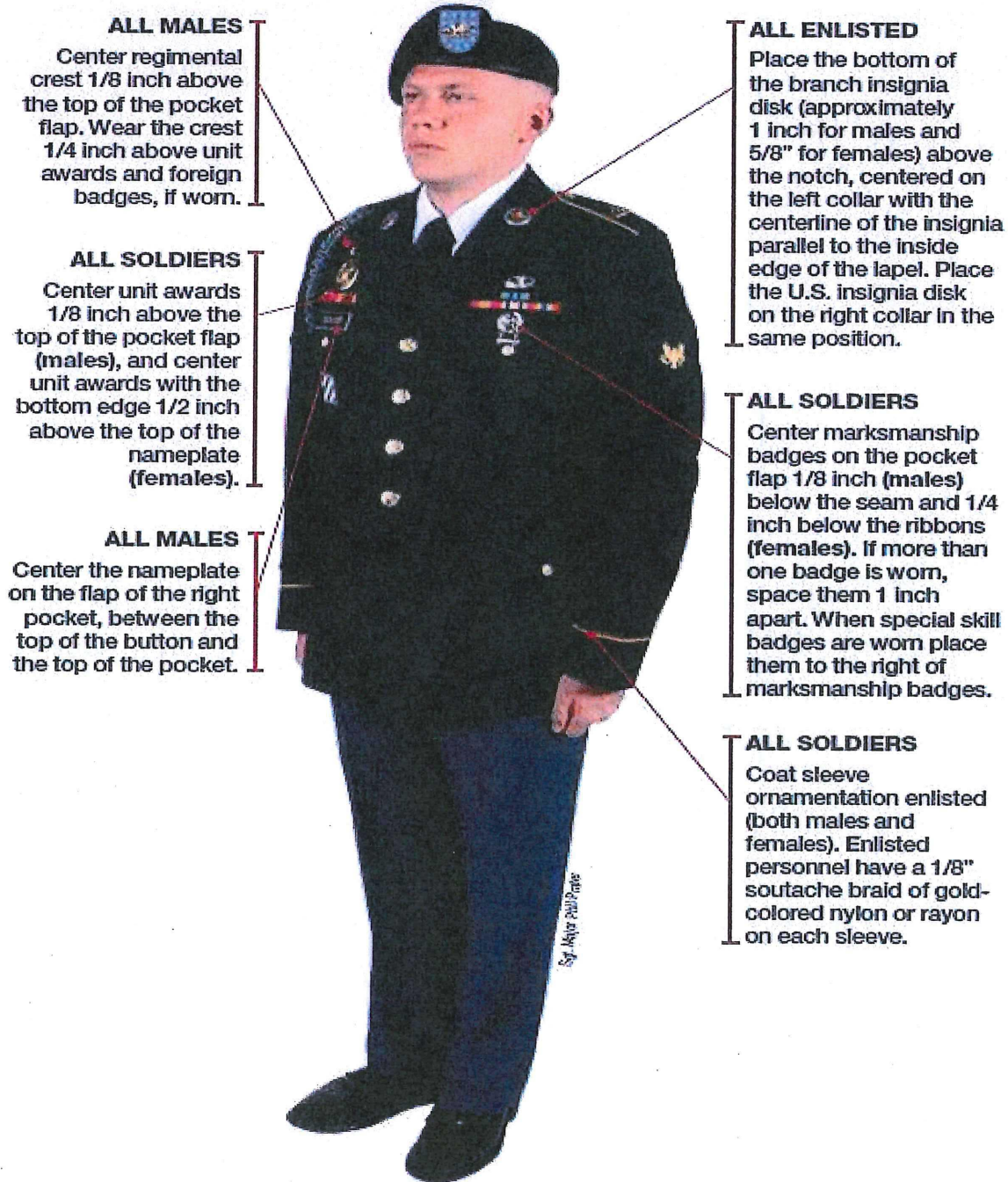
Abusing public animal, adultery, assault(indecent), assault(with intent to commit murder), bigamy, bribery & graft, worthless checks, wrongful cohabitation, failing to pay debts disloyal statements, disorderly conduct, drunkenness, false or unauthorized pass offense; false pretenses, false swearing, discharging firearm through negligence, fleeing scene of an accident, fraternization, gambling with subordinate, negligent homicide, impersonating officers/NCO, indecent acts of liberties with child, indecent exposure indecent language, abuse of mail system, obstructing justice, pandering/prostitution, breaking restriction, straggling, threat or hoax, communication a threat, unlawful entry, carrying a concealed weapon, kidnapping, perjury, self injury w/out intent to avoid service, knowingly receiving/buying/concealing stolen property, wearing unauthorized insignia/decoration/badge/ribbon/device/ or lapel button, willfully discharging firearm (under such circumstances as to endanger human life)

## **MISCELLANEOUS PROVISIONS**

135. Courts of inquiry
136. Authority to administer oaths and to act as a notary
137. Articles to be explained
138. Complaints of wrongs
139. Redress of inquiries to property
140. Delegation by the president



# ASU Enlisted Male



## ALL MALES

Center regimental crest 1/8 inch above the top of the pocket flap. Wear the crest 1/4 inch above unit awards and foreign badges, if worn.

## ALL SOLDIERS

Center unit awards 1/8 inch above the top of the pocket flap (males), and center unit awards with the bottom edge 1/2 inch above the top of the nameplate (females).

## ALL MALES

Center the nameplate on the flap of the right pocket, between the top of the button and the top of the pocket.

## ALL ENLISTED

Place the bottom of the branch insignia disk (approximately 1 inch for males and 5/8" for females) above the notch, centered on the left collar with the centerline of the insignia parallel to the inside edge of the lapel. Place the U.S. insignia disk on the right collar in the same position.

## ALL SOLDIERS

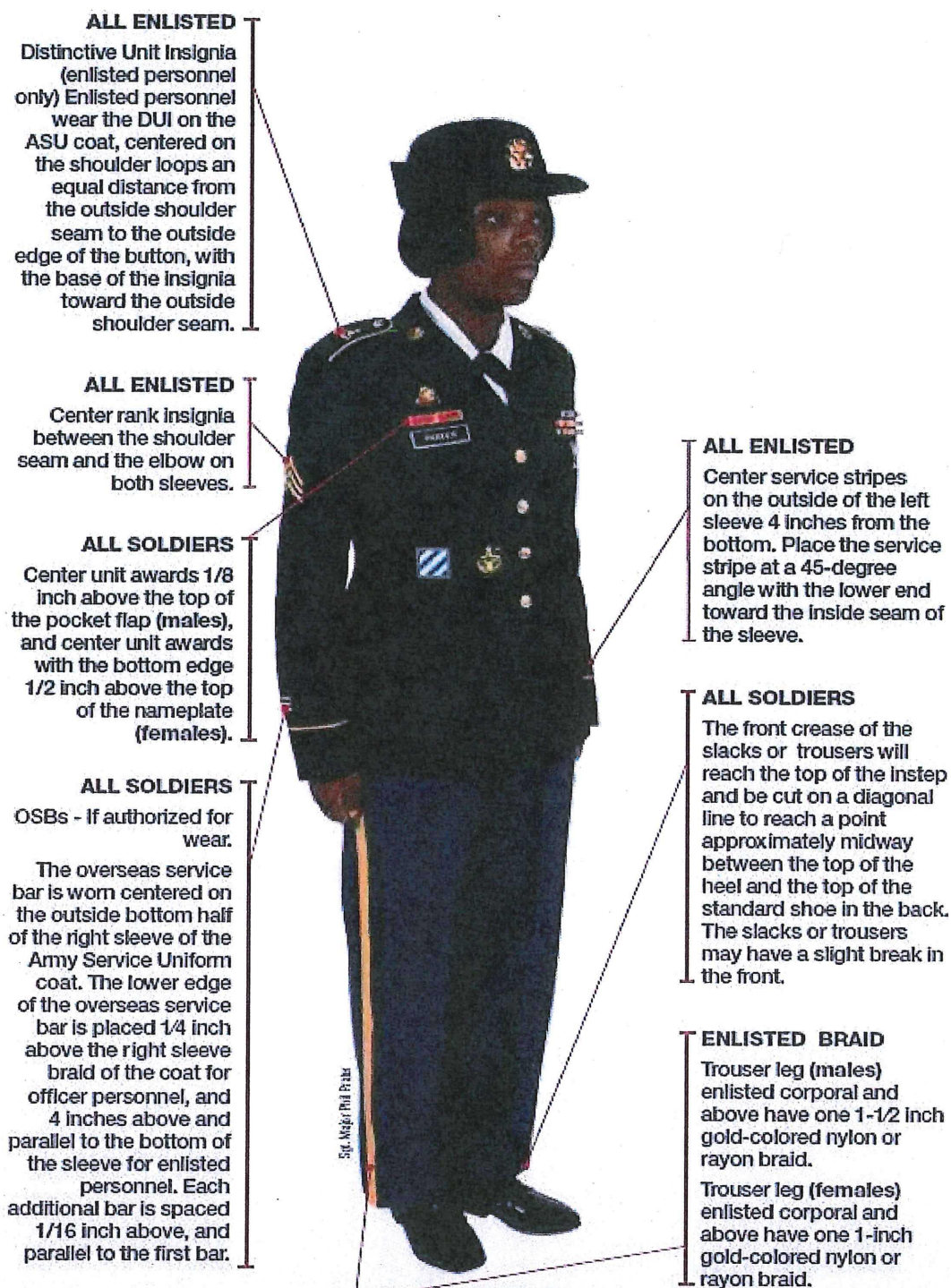
Center marksmanship badges on the pocket flap 1/8 inch (males) below the seam and 1/4 inch below the ribbons (females). If more than one badge is worn, space them 1 inch apart. When special skill badges are worn place them to the right of marksmanship badges.

## ALL SOLDIERS

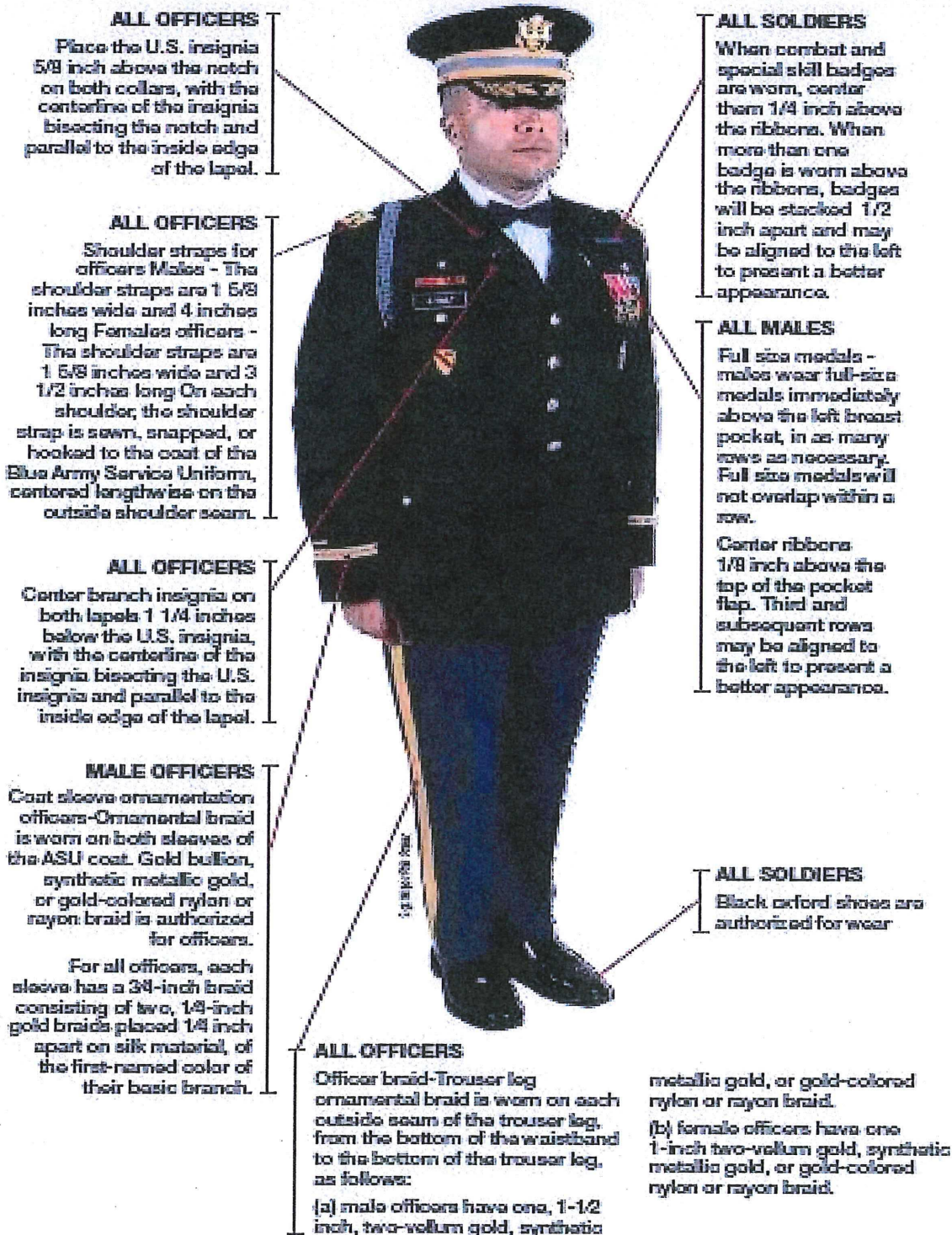
Coat sleeve ornamentation enlisted (both males and females). Enlisted personnel have a 1/8" soutache braid of gold-colored nylon or rayon on each sleeve.



# ASU Enlisted Female



# ASU Officer Male



## ALL OFFICERS

Place the U.S. insignia 5/8 inch above the notch on both collars, with the centerline of the insignia bisecting the notch and parallel to the inside edge of the lapel.

## ALL OFFICERS

Shoulder straps for officers Males - The shoulder straps are 1 5/8 inches wide and 4 inches long Females officers - The shoulder straps are 1 5/8 inches wide and 3 1/2 inches long On each shoulder, the shoulder strap is sewn, snapped, or hooked to the coat of the Blue Army Service Uniform, centered lengthwise on the outside shoulder seam.

## ALL OFFICERS

Center branch insignia on both lapels 1 1/4 inches below the U.S. insignia, with the centerline of the insignia bisecting the U.S. insignia and parallel to the inside edge of the lapel.

## MALE OFFICERS

Coat sleeve ornamentation officers-Ornamental braid is worn on both sleeves of the ASU coat. Gold bullion, synthetic metallic gold, or gold-colored nylon or rayon braid is authorized for officers.

For all officers, each sleeve has a 3/4-inch braid consisting of two, 1/4-inch gold braids placed 1/4 inch apart on silk material, of the first-named color of their basic branch.

## ALL OFFICERS

Officer braid-Trouser leg ornamental braid is worn on each outside seam of the trouser leg, from the bottom of the waistband to the bottom of the trouser leg, as follows:

(a) male officers have one, 1-1/2 inch, two-volum gold, synthetic

## ALL SOLDIERS

When combat and special skill badges are worn, center them 1/4 inch above the ribbons. When more than one badge is worn above the ribbons, badges will be stacked 1/2 inch apart and may be aligned to the left to present a better appearance.

## ALL MALES

Full size medals - males wear full-size medals immediately above the left breast pocket, in as many rows as necessary. Full size medals will not overlap within a row.

Center ribbons 1/8 inch above the top of the pocket flap. Third and subsequent rows may be aligned to the left to present a better appearance.

## ALL SOLDIERS

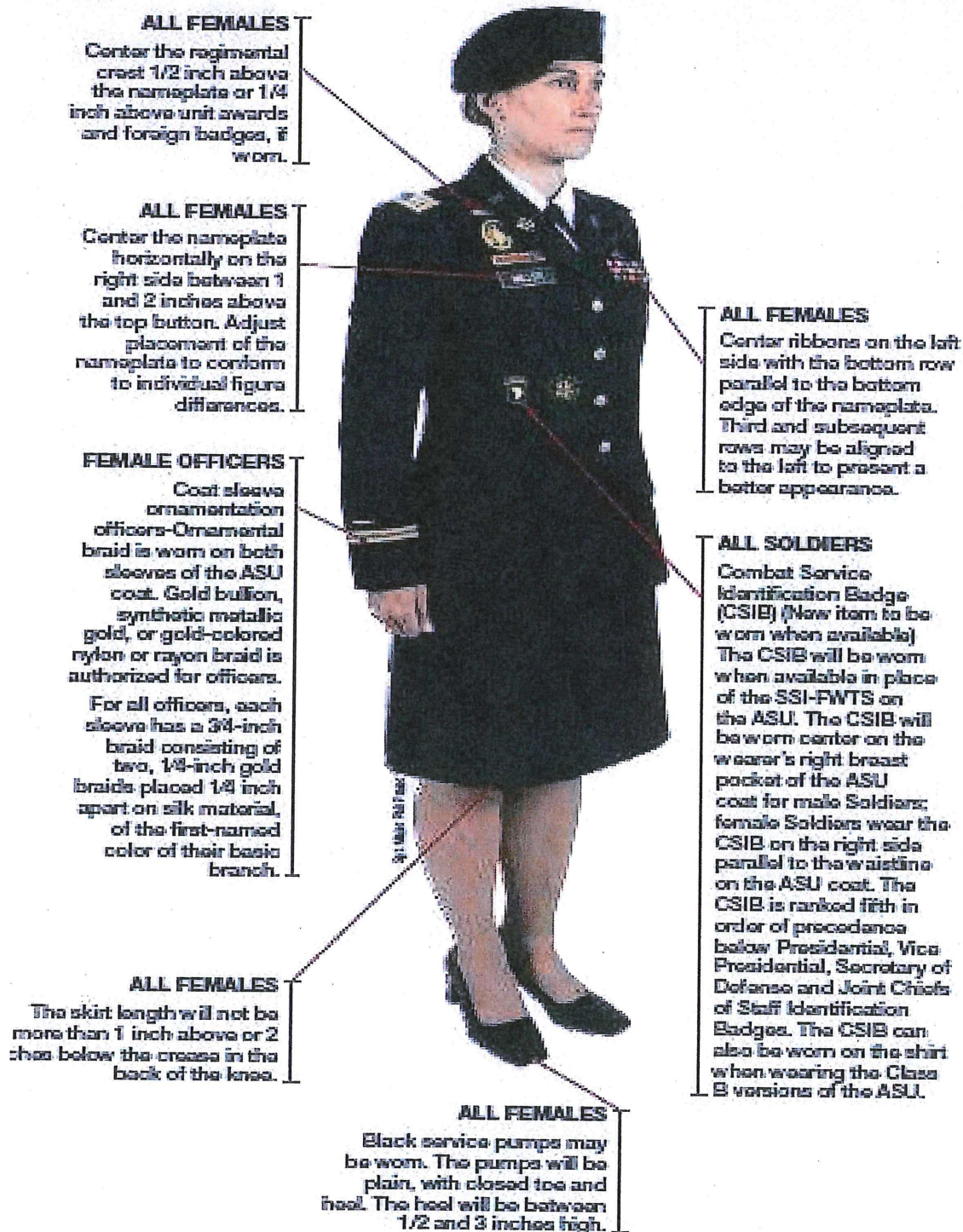
Black oxford shoes are authorized for wear

metallic gold, or gold-colored nylon or rayon braid.

(b) female officers have one 1-inch two-volum gold, synthetic metallic gold, or gold-colored nylon or rayon braid.



# ASU Officer Female



## ALL FEMALES

Center the regimental crest 1/2 inch above the nameplate or 1/4 inch above unit awards and foreign badges, if worn.

## ALL FEMALES

Center the nameplate horizontally on the right side between 1 and 2 inches above the top button. Adjust placement of the nameplate to conform to individual figure differences.

## ALL FEMALES

Center ribbons on the left side with the bottom row parallel to the bottom edge of the nameplate. Third and subsequent rows may be aligned to the left to present a better appearance.

## FEMALE OFFICERS

Coat sleeve ornamentation officers—Ornamental braid is worn on both sleeves of the ASU coat. Gold bullion, synthetic metallic gold, or gold-colored nylon or rayon braid is authorized for officers.

For all officers, each sleeve has a 3/4-inch braid consisting of two, 1/4-inch gold braids placed 1/4 inch apart on silk material, of the first-named color of their basic branch.

## ALL SOLDIERS

Combat Service Identification Badge (CSIB) (New item to be worn when available) The CSIB will be worn when available in place of the SSI-FWTS on the ASU. The CSIB will be worn center on the wearer's right breast pocket of the ASU coat for male Soldiers; female Soldiers wear the CSIB on the right side parallel to the waistline on the ASU coat. The CSIB is ranked fifth in order of precedence below Presidential, Vice Presidential, Secretary of Defense and Joint Chiefs of Staff Identification Badges. The CSIB can also be worn on the shirt when wearing the Class B versions of the ASU.

## ALL FEMALES

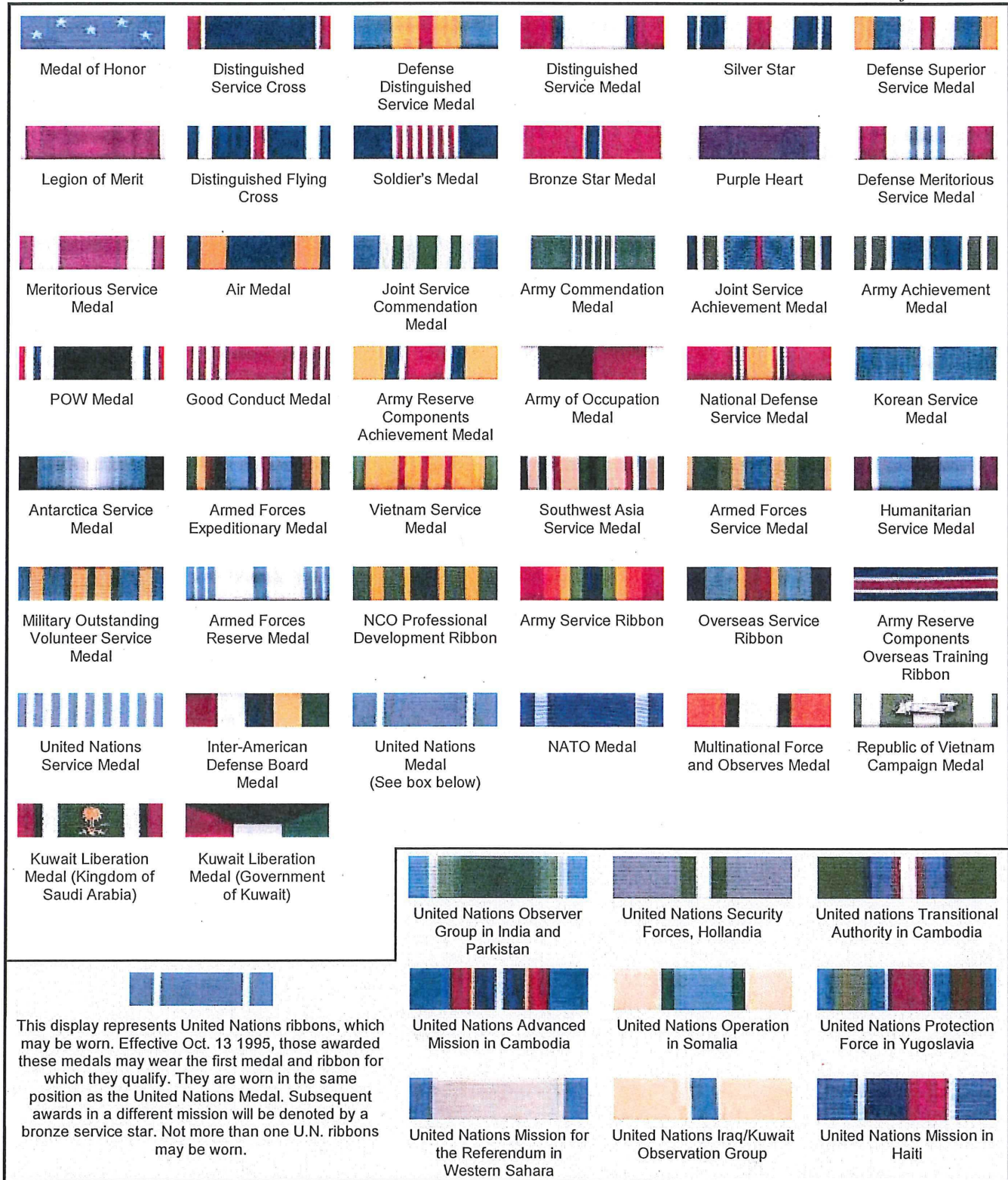
The skirt length will not be more than 1 inch above or 2 inches below the crease in the back of the knee.

## ALL FEMALES

Black service pumps may be worn. The pumps will be plain, with closed toe and heel. The heel will be between 1/2 and 3 inches high.

(Left Side)

### - Order of Precedence





# ARMY RIBBONS (Right Side)

- Order of Precedence



Presidential Unit Citation



Joint Meritorious Award



Various Unit Award



Meritorious Unit Commendation



Army Superior Unit Award



Philippine Republic Presidential Unit Citation



Republic of Korea Presidential Unit Citation



Vietnam Presidential Unit Citation



Republic of Vietnam Gallantry Cross Unit Citation



Republic of Vietnam Civil Actions Unit Citation

## Devices



### Bronze Oak Leaf Cluster

The bronze oak leaf cluster represents second and subsequent entitlements of awards.



### Silver Oak Leaf Cluster

A silver oak leaf cluster is won for the sixth, 11<sup>th</sup>, or in lieu of five bronze oak leaf clusters.



### Bronze Service Star

The bronze five-pointed services star represents participation in campaigns or operations, multiple qualification or an additional award to any of the various ribbons on which it is authorized.



### Silver Service Star

Worn in the same manner as the bronze star, but each silver star is worn in lieu of five bronze service stars.



### Wintered Over

For wintering over on the Antarctic continent, a clasp for Antarctica Service Medal, suspension ribbon and a disc for the service ribbon of bronze for first winter, gold for second winter and silver for third winter.



### "V" (Valor) Device

This metallic bronze letter "V" represents valor and does not denote an additional award. Only one may be worn on any ribbon.



### Germany and Japan Clasps

These clasps are worn on the suspension ribbon of the Army of Occupation Medal.



### "M" Device

This metallic bronze letter "M" represents service during a mobilization or contingency by reserve component members and is worn on the Armed Forces Reserve Medal. Subsequent awards are represented by the addition of an Arabic numeral.



### Bronze Arabic Numeral

Denotes subsequent awards of the "M" Device, the Air Medal, Multinational Force and Observers Medal, Overseas Service Ribbon and Army Reserve Components Overseas Training Ribbon and level of NCO professional military education.



### Arrowhead

Awarded for participation in an initial assault landing. It is worn on the service and suspension ribbons of the appropriate campaign or service medal. Only one may be worn on any ribbon.



### Good Conduct Medal Clasp

The number of loops and color denote the number of awards of Good Conduct Medal. Bronze is given as the second-fifth awards; silver as the sixth-10<sup>th</sup>; and gold as the 11<sup>th</sup>-15<sup>th</sup>.



### Bronze Silver Gold (Hourglass Device)

The bronze device represents 10 years, the silver 20 years and gold 30 years of reserve service and is worn on the Armed Forces Reserve Medal.

## NORTH CAROLINA NATIONAL GUARD RIBBONS CHART

### STATE AWARDS - ARMY NATIONAL GUARD ORDER OF PRECEDENCE



#### NCNG DISTINGUISHED SERVICE MEDAL

Awarded for exceptionally meritorious conduct in the performance of outstanding service to the NCNG. The states highest Military award. Succeeding Awards Gold Hornet's Nest.



#### NCNG MERITORIOUS SERVICE MEDAL

Awarded for heroism, meritorious achievement, or meritorious service of a lesser degree than the NCNG Distinguished Service Medal. Award period must be two (2) years or greater. Succeeding Awards Gold Hornet's Nest.



#### NCNG COMMENDATION MEDAL

Awarded for heroism, clearly outstanding achievement or service, or performance of a specific act. Award period must be six (6) months or greater. Succeeding Awards Gold Hornet's Nest.



#### NCNG ACHIEVEMENT MEDAL

Awarded for clearly outstanding achievement or service, or performance of a specific act. Award period must be six (6) months or greater. Succeeding Awards Gold Hornet's Nest.



#### NC ADJUTANT GENERAL'S MERITORIOUS ACHIEVEMENT - SERVICE RIBBON

Impact award, awarded by the Adjutant General only. For achievement or service deemed appropriate by the Adjutant General; authority cannot be delegated. No time period prerequisite.



#### NCNG STATE ACTIVE DUTY RIBBON

Awarded for State Active Duty. Numeral for Succeeding Awards.



#### NCNG SERVICE RIBBON

Awarded for 5 Years of NCNG Service. No More Than 1 Device Will be Worn for Less than 25 Years of Service, When More Than One Device Worn Right to Left the Gold, Silver and Bronze.

Succeeding Awards:

- (1) 5 Year Device Bronze Hornet's Nest for 10 Years of Service.
- (2) 10 Year Device Silver Hornet's Nest for 15 Years of Service.
- (3) 15 Year Device Gold Hornet's Nest for 20 Years of Service.

### UNIT AWARDS



#### NCNG GOVERNOR'S UNIT CITATION

Recommended

Permanent Wear - A Member of the Unit When Citation Awarded.

Temporary Wear - May be Worn for Duration to Assigned Unit.

Worn 1/8 Inch Above Right Breast Pocket Flap. Succeeding Awards Gold Hornet's Nest.



#### NCNG MERITORIOUS UNIT CITATION

Recommended

Permanent Wear - Member of the Unit When Citation Awarded.

Temporary Wear - May be Worn for Duration to the Assigned Unit.

Worn 1/8 Inch Above the Right Breast Pocket Flap. Succeeding Award - Gold Hornet's Nest.



#### NC OUTSTANDING UNIT AWARD

Recommended. Permanent wear- Member of the unit when citation awarded.

Temporary wear - may be worn for duration assigned to unit.

Worn 1/8 inch above right breast pocket flap. Succeeding Award - Gold Hornet's Nest.

#### REGIMENTAL/CORPS AFFILIATION: DISTINCTIVE UNIT INSIGNIA

Will be Worn 1/2 Inch Above Unit Awards or 1/8 Inch Above Right Breast Pocket Flap

## PROMOTION CRITERIA

There are time-in-grade, time-in-service- and Military education requirements to be eligible for promotion.

Eligibility criteria for automatic promotion to PV2, PFC, and SPC will be as follows:

- (1) The promotion to PV2 requirement is 6 months TIS.
- (2) The promotion to PFC requirements are 12 months TIS and 4 months TIMIG.
- (3) The promotion to SPC requirements are 24 months TIS and 6 months TIMIG.
- (4) Soldiers must not be flagged or barred from reenlistment.

Waivers for TIS and TIMIG:

- (1) Promotion to PV2 may be waived at 4 months TIS.
- (2) Promotions to PFC may be waived at 6 months TIS and 2 months TIMIG.
- (3) Promotions to SPC may be waived at 18 months TIS and 3 months TIMIG.

<b>TIG</b>	<b>TIS</b>	<b>CES</b>	<b>NCOES</b>
to SGT 12 Months	N/A	N/A	N/A
to SSG 18 Months	N/A	N/A	WLC
to SFC 24 Months	9Years	6 Years	ALC
to MSG 24 Months	13 Years	8 Years	SLC
to SGM 24 Months	16 Years	10 Years	-----

WLC = Warrior Leader Course (PLDC)

ALC = Advanced Leaders Course (BNCOC)

SLC = Senior Leaders Course (ANCOC)

b. SSD (Structured Self Development)

Effective 1 January 2014 SPC and CPL must complete SSD 1 before attaining eligibility for promotion against a valid promotion vacancy.

SSG must complete SSD 3 to attain eligibility for promotion consideration to SFC.

SFC must complete SSD 4 to attain eligibility for promotion consideration to MSG.

Notes:

1. TIS are computed from the Soldier's PEBD. Include all service for pay computed under DOD 7000 14-R.

2. To qualify for promotions to SFC, MSG, and SGM, Soldiers require specific amounts of CES computed from basic enlisted service date (BESD), which excludes time served as a warrant and commissioned officer. If all service has been in an enlisted status, the BESD is the same as PEBD.

3. TIMIG is computed from the Soldier's DOR in the current grade. Only satisfactory years of service for retirement will be used to meet TIMIG requirements.



4. For promotions Sergeant through Sergeant Major waivers and exceptions to policy are not authorized for TIMIG, TIS, and CES.

5. Soldiers must be NCOES qualified in their current grade before they can be considered for promotion board action.



# RISK ASSESSMENT

Risk Assessment Performed By : \_\_\_\_\_ DTG : \_\_\_\_\_

Risk Assessment Reviewed By : \_\_\_\_\_ DTG : \_\_\_\_\_

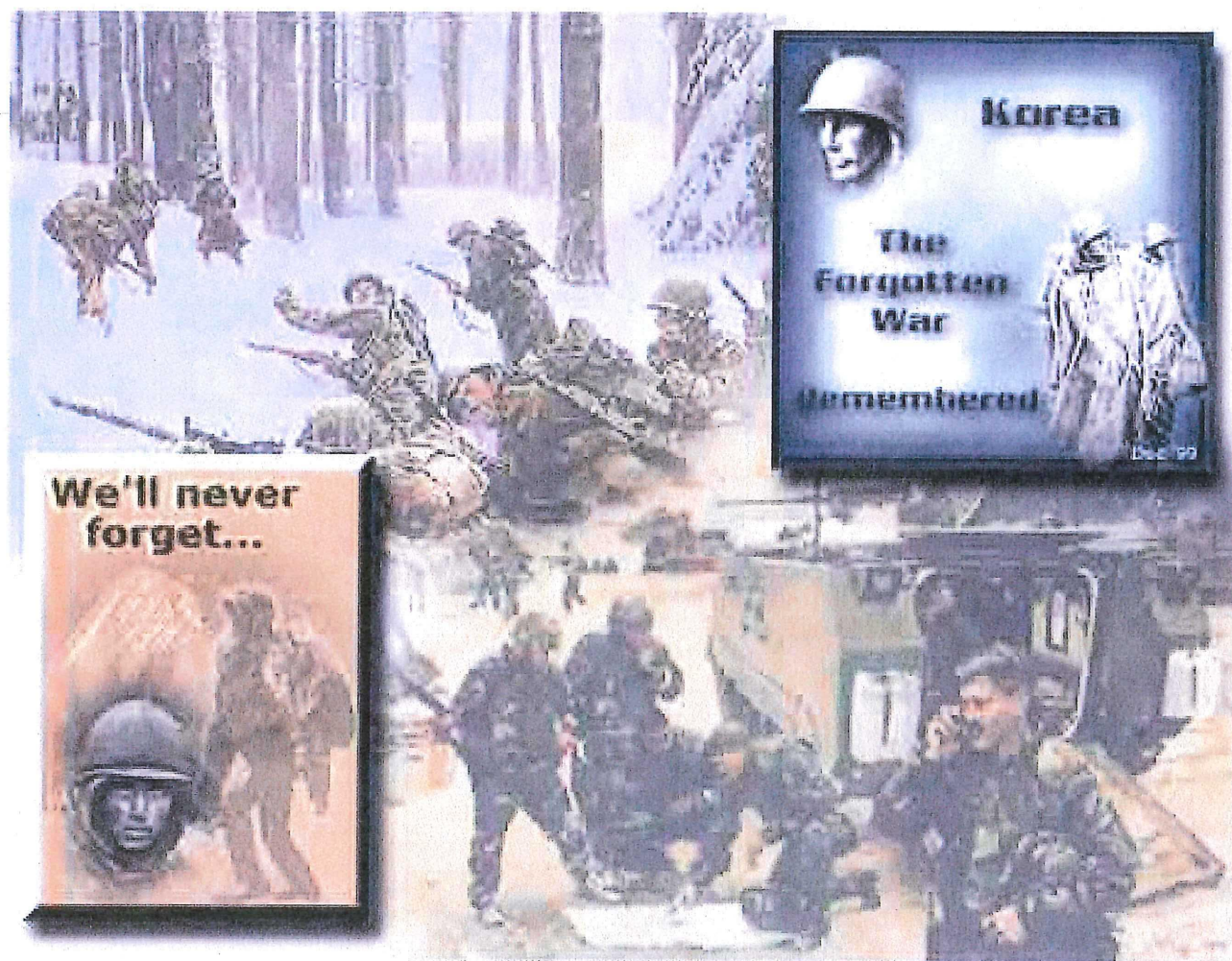
NATURE OF OPERATION				SOLDIER ALERTNESS				
OPERATION	OPERATION AREA			LENGTH OF REST				
LEGNTH	LOCAL AREA	ROAD OR TACTICAL	DEGREE OF HAZARD	OPERATING ENVIRONMENT	OPTIMUM 8 HOURS	ADEQUATE 6 HOURS	MINIMAL < 4 HOURS	
72 HOURS	3	4	5	TACTICAL	3	4	5	
48 HOURS	2	3	4	GARRISON	1	2	3	
24 HOURS	1	2	3					
FIRST LINE SUPERVISOR				EQUIPMENT STATUS				
COMMAND CONTROL	NATURE OF MISSION			EQUIPMENT AGE	MAINTENANCE STATUS			
	NONTACTICAL	DAY TACTICAL	NIGHT TACTICAL		HIGHLY MAINTAINED C-1	C-2	C-3	NMC C-4
OPCON	3	4	5	OLD	3	4	5	5
ATTACHED	2	3	4	AVERAGE	2	3	4	5
ORGANIC	1	2	3	NEW	1	2	3	5
LEADERS REST AND TIME FOR PREPARATION				WEATHER & ENVIRONMENTAL CONDITIONS				
LEADERS REST	TIME FOR MISSION PREPARATION			TEMP.	VISIBILITY / MOISTURE			
	IN DEPTH	ADEQUATE	MINIMAL		CLEAR/DRY	HAZE/DRIZZLE/ FOG/DUST	RAIN/SNOW /NIGHT	
< 4 HOURS	3	4	5	< 31 OR > 86	3	4	5	
6 HOURS	2	3	4	32 - 59	2	3	4	
8 HOURS	1	2	3	60 - 85	1	2	3	
SOLDIER EXPERIENCE				RISK ASSESSMENT				
TASK	EXPERIENCED	LIMITED EXPERIENCED	UNTRAINED	1 LOW 11	12 CAUTION 23	24 HIGH 30		
COMPLEX	3	4	5	HAZARDOUS / SINSITIVE CARGO RISK ASSESSMENT				
ROUTINE	2	3	4	1 LOW 9	10 CAUTION 19	20 HIGH 30		
SIMPLE	1	2	3					
MY RISK REDUCTION ACTIONS ARE				THE RISK ASSESSMENT IS				
1.				<p>High Risk Operations assigned a value of 24 – 30 require coordination before executing the mission, with the next higher level of command external to the element making the assessment.</p>				
2.								
3.								
4.								
5.								
				REMARKS				

# ACRONYMS

<b>AAR</b>	After Action Review	<b>MOS</b>	Military Occupational Specialty
<b>ACS</b>	Army Community Service	<b>MOSQ</b>	Military Occupational Specialty Qualified
<b>ADAPCP</b>	Alcohol and Drug Abuse Prevention and Control Program	<b>MRE</b>	Meals Ready to Eat
<b>ADT</b>	Active Duty for Training	<b>MSE</b>	Mobile Subscriber Equipment
<b>AER</b>	Academic Evaluation Report	<b>MTOE</b>	Modification Table of Organization and Equipment
<b>AII</b>	Additional Issue Items	<b>NATO</b>	North Atlantic Treaty Organization
<b>ANCOC</b>	Advanced Non-Commissioned Officer	<b>NBC</b>	Nuclear, Biological, and Chemical
<b>APFT</b>	Army Physical Fitness Test	<b>NCOER</b>	Non-Commissioned Officer Evaluation Report
<b>AR</b>	Army Regulation	<b>NVD</b>	Night Vision Device
<b>AWOL</b>	Absent without Leave	<b>OMPF</b>	Official Military Personnel File
<b>BASD</b>	Basic Active Service Date	<b>OPFOR</b>	Opposing Force
<b>BII</b>	Basic Issue Items	<b>PBT</b>	Pyribostigmine Bromide Tablet
<b>BMO</b>	Battalion Maintenance Officer	<b>PCI</b>	Precombat Inspection
<b>BNCOC</b>	Basic Non-Commissioned Officer Course	<b>PEB</b>	Physical Evaluation Board
<b>CANA</b>	Convulsant Antidote, Nerve Agent autoinjector	<b>PLDC</b>	Primary Leadership Development Course
<b>CFC</b>	Combined Forces Command	<b>PMCS</b>	Preventive Maintenance Checks and Services
<b>CONF</b>	Confidential	<b>POL</b>	Petroleum, Oil and Lubricants
<b>Conv</b>	Convalescent	<b>PQR</b>	Personnel Qualification Record
<b>CPMOS</b>	Career Progression Military Occupation Specialty	<b>PROF</b>	Professional
<b>CTT</b>	Common Task Test	<b>PSC</b>	Personnel Service Center
<b>DA Form</b>	Department of Army Form	<b>PSG</b>	Platoon Sergeant
<b>DA PAM</b>	Department of Army Pamphlet	<b>QUAL</b>	Qualification
<b>DOB</b>	Date Of Birth	<b>RTO</b>	Radio-Telephone Operator
<b>DOR</b>	Date Of Rank	<b>SC</b>	Supply Catalog
<b>DSN</b>	Defense Switching Network	<b>SINGARS</b>	Single-channel Ground and Airborne Radio Subsystem
<b>DTG</b>	Date Time Group	<b>SKO</b>	Sets, Kits, and Outfits
<b>EFMP</b>	Exceptional Family Member Program	<b>SOI</b>	Signal Operation Instructions
<b>ENL</b>	Enlisted	<b>SOP</b>	Standard Operating Procedure
<b>ET</b>	Elapsed Time	<b>SQD</b>	Squad
<b>ETS</b>	Expiration of Term of Service	<b>SSN</b>	Social Security Number
<b>EUSA</b>	Eighth United States Army	<b>STA</b>	Status
<b>EXP</b>	Expiration	<b>T&amp;E</b>	Traversing and Elevating
<b>FORSCOM</b>	Forces Command	<b>T/P/U</b>	Trained/Practice/Untrained
<b>GCM</b>	General Court Martial	<b>TA</b>	Table of Allowance
<b>GED</b>	General Education Development	<b>TACSOP</b>	Tactical Standard Operating Procedure
<b>GPS</b>	Global Positioning System	<b>TDY</b>	Temporary Duty
<b>GTA</b>	Graphic Training Aid	<b>TIG</b>	Time-In-Grade
<b>IADT</b>	Initial Active Duty for Training	<b>TIS</b>	Time-In-Service
<b>IAW</b>	In Accordance With	<b>TRADOC</b>	Training and Doctrine Command
<b>INS</b>	Insurance	<b>TMDE</b>	Test, Measurement, and Diagnostic Equipment
<b>KIA</b>	Killed In Action	<b>UCMJ</b>	Uniform Code of Military Justice
<b>LBV</b>	Load Bearing Vest	<b>UNC</b>	United Nations Command
<b>LIC</b>	License	<b>Unsat</b>	Unsatisfactory
<b>LP/OP</b>	Listening Post/Observation Point	<b>USAEREC</b>	United States Army Enlisted Records and Evaluation Center
<b>MEB</b>	Medical Evaluation Board	<b>USASC</b>	United States Army Signal Command
<b>MIA</b>	Missing In Action	<b>USFK</b>	United States Forces Korea
<b>MMRB</b>	MOS Medical Retention Board	<b>USO</b>	United Service Organization
<b>MOPP</b>	Mission Oriented Protection Posture	<b>WIA</b>	Wounded In Action



# UNIT HISTORY



It is by the fighting man's determination and "guts" that the enemy is conquered in close combat. It is this man, more than the machines of war, who brings success in battle.

- The Noncom's Guide, 1954, p.62

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**Lyrics Army Song**

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**Verse:** March along, sing our song, with the Army of the  
free.

Count the brave, count the true, who have fought  
to victory.

We're the Army and proud of our name!

We're the Army and proudly proclaim:

**Chorus:** First to fight for the right,  
And to build the Nation's might,  
And The Army Goes Rolling Along.  
Proud of all we have done,  
Fighting till the battle's won,  
And the Army Goes Rolling Along.

**Refrain:** Then it's hi! hi! hey!  
The Army's on its way.  
Count off the cadence loud and strong;  
For where'er we go,  
You will always know  
That The Army Goes Rolling Along.